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16 April 1954

1. **PROBLEM:** To establish a program that will insure effective career planning for selected junior personnel.
2. **ASSUMPTIONS:**
 - a. CIA will have a continuing requirement for a reservoir of carefully selected, highly qualified, and well trained individuals who are thoroughly acquainted with Agency activities and who will be available for assignment to positions of increasing responsibility as the need arises.
 - b. Due to the specialized nature of Agency activities, such individuals cannot ordinarily be recruited from outside the Agency. To assure the existence of such a reservoir, a systematic program for internally developing selected Agency personnel can be instituted.
 - c. Career Development through detail or assignment to varied positions to broaden knowledge and experience can be an effective means of furthering the development of selected personnel.
 - d. It is possible to identify individuals who are on duty whose development will be furthered by training assignments to other components of the Agency. Since such an assignment would be of rather extended duration, it would be for productive as well as for career development purposes.
 - e. Individuals should be considered for this program only on the basis of demonstrated ability and potential for greater responsibilities in the discharge of the Agency's mission.

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- f. Participation in the program would represent no assurance to the individual of eventual advancement, or assignment to any particular positions.

3. FACTS:

- a. The basic Career Service directive (CIA Regulation [REDACTED] 25 May 1953) states that one of the ways by which the Career Service program will be implemented is through rotation and that provision will be made for the allocation of slots in order to facilitate rotation assignments. This Regulation also provides that the component Career Service Boards will "establish a system of rotation within the component and participate in the development and execution of rotation assignments." It is therefore clear that the policy of promoting the concept of planned training assignments as a development technique is firmly established. There is, however, no clear-cut authority for insuring that rotation undertaken in support of the Agency's overall mission will be effected.
- b. The first attempt at a career development system was made in June of 1952 with the establishment of 50 rotation loan slots; since only 11 of these slots were ever encumbered, the CIA Career Service Board decided that the system was ineffective. On 2 July 1953 it was replaced by the present system of Career Development Slots whereby individuals who could profit from either non-CIA training or rotation within CIA could be transferred to positions administered by the Office of Training in order not to disrupt the personnel administration of other components of the Agency. Of the

40 positions approved, 28 are now (as of 31 March 1954) allocated or under consideration by the CIA Career Service Board. Twenty-five of these are for purposes of external training and only three for rotation within CIA. The students who will attend the Department of Defense schools and colleges, and certain other long-duration non-CIA training programs, will take up some of the remaining twelve positions.

- c. The Junior Officer Trainee program initiated in 1951 is intended to provide an intern program for carefully selected personnel recruited for this purpose. The Office of Training has 90 civilian ceiling positions for the program, plus 150 military positions to accommodate Junior Officer Trainees and other members of the Agency who are called up for military service. Of the 90 civilian positions, 28 were filled as of 31 March 1954 by men and women on duty in the Agency specifically as Junior Officer Trainees; 19 more slots were blocked by people in process or in a few cases by people other than JOTs as a temporary slotting accommodation made available by the Office of Training to other components of the Agency; another 15 slots will probably be blocked by persons recently interviewed and tested. Thus if all these employees and candidates were to remain on the JOT T/O there would be 62 civilian slots filled and 28 vacancies; in fact, however, the number of vacancies will increase as JOTs transfer to permanent assignments on other T/Os in the Agency and as the temporary use of JOT slots for other purposes comes to an end. Of the 133 present or former JOTs now connected with the Agency, 57 have already been permanently assigned to other T/Os:

four more will be so assigned within the next three months, ten more within the next year, and at the present rate of turnover each JOT will probably occupy a civilian JOT slot for about a year. This means that about half the 90 slots could be used for the career development of junior employees already in the Agency, and even more if 1) recruiting JOTs from outside were slightly diminished and 2) some individuals' term of service as JOTs were shortened as circumstances in each case made advisable.

- d. On 4 February 1954, at its 20th meeting, the CIA Career Service Board decided to concentrate its attention on the career development of junior professional personnel.
- e. Persons of age 25 through 34 who are in grades GS-7 through GS-12 constitute more than 30 per cent of the Agency's strength. Persons in this category with at least two years' Agency experience constitute 25 per cent of the Agency strength.

4. DISCUSSION

- a. Within the ranks of CIA there is a considerable group of younger men and women with excellent backgrounds and work records who show potential for progressively increased responsibility. Planned training assignments among Agency offices would be an effective device for providing many of these persons with opportunities for additional knowledge and wider perspectives. This type of activity also offers opportunities to evaluate individual performance and potential in different situations and the program can be counted on to strengthen the Agency's middle-management group of officials.

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Realization of these objectives is of extreme importance to the development of an effective inventory of junior executives.

- b. A selective assignment program would be only one part of the Agency's Career Development system. Not all promising young men and women would benefit from this type of career development. Many would profit from the application of other recognized techniques while remaining with their parent component. The other techniques include:

- (1) Formal CIA training
- (2) Non-CIA training
- (3) On-the-job training
- (4) Understudy and task force assignments
- (5) Participation in external professional conferences
- (6) Extra-curricular duty on committees, panels and boards.

The other techniques enumerated above are now being utilized by operating components with varying degrees of effectiveness. Planned training assignments for the career development of junior personnel are occasionally being accomplished at present. However, as stated in 3a above, there is still no assurance that planned training assignments conducted in the interests of the Agency as a whole, as contrasted to those of primary interest to individual components, will be undertaken.

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c. The Assistant Director for Personnel is responsible for the development and administration of an Agency-wide personnel program. The Director of Training is responsible for formulating and carrying out training policies, plans, standards, and programs to increase the capabilities of personnel to serve the Agency. The career development of personnel is thus a joint responsibility of these two officials and they have skilled personnel and facilities at their disposal for mutually carrying out this responsibility. (See TAB A "Plan for Career Development of Selected Junior Personnel", attached).

d. The Assistant Director for Personnel, in view of his overall responsibility for the personnel program of the Agency, has at his disposal the resources and facilities for developing and administering a Junior Executive Inventory.

5. CONCLUSIONS

- a. The means for implementing a program of career planning for selected junior personnel are readily available within the Agency.
- b. The total cost of such a program would be minimal compared with its importance to the Agency.
- c. No additional funds would be required, since salaries of JOTs have already been included in the budget of the Office of Training and the costs of administration would be absorbed by the Offices of Training and of Personnel.
- d. Approximately 45 approved T/O positions are at present available to start the program.

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6. RECOMMENDATIONS

- a. That the above conclusions be approved.
- b. That the Plan as outlined in TAB A be adopted.
- c. That the Program for the Career Development of Selected Junior Personnel be referred to the Assistant Director for Personnel and the Director of Training for implementation.

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